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Part IV
International cooperation for development

Section 17
UN-Women

(Programme 14 of the biennial programme plan for the period 2014-2015)**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.

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Overview

Table 17.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	15 474 300
Technical adjustments (delayed impact and removal of non-recurrent requirements)	258 500
Changes in line with General Assembly resolution 67/248	422 500
Changes reflected in the Secretary-General's report on the budget outline for 2014-2015	52 400
Total resource change	216 400
Proposal of the Secretary-General for 2014-2015[a]	15 257 900

[a] At 2012-2013 revised rates.

Table 17.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2012-2013	47	1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 7 P-3, 5 P-2/1, 15 GS (OL)
Abolishment	(2)	1 GS (OL), under Executive direction and management and 1 GS (OL) under subprogramme 2, Policy and programme activities
Proposed for the biennium 2014-2015	45	1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 7 P-3, 5 P-2/1, 13 GS (OL)

Overall orientation

17.1 The direction of the programme is provided in General Assembly resolution 64/289, by which the Assembly established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as a composite entity. The strategic plan of UN-Women for 2011-2013 (UNW/2011/9) was endorsed by the UN-Women Executive Board in June 2011.

17.2 Also in resolution 64/289, the General Assembly set out a framework for the work of the programme drawing on the Charter of the United Nations, the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the General Assembly and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and advancement of women. The Convention on the Elimination of All Forms of Discrimination against Women is the principal international human rights treaty relating to the practical realization of equality between women and men. The General Assembly, the Economic and Social Council and the Commission on the Status of Women provide guidance for the normative support functions; the General Assembly, the Economic and Social Council and the Executive Board provide guidance for the operational activities.

Note: The following abbreviations are used in tables and charts: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; PL, Principal level; OL, Other level; NPO, National Professional Officer; RB, regular budget; XB, extrabudgetary.

17.3 The overall orientation of the programme, which is under the responsibility of UN-Women, is to achieve the elimination of discrimination against women and girls; the empowerment and advancement of women; and the realization of equality between women and men as partners and beneficiaries of economic and social development, human rights, humanitarian action and peace and security. The programme contributes to the implementation of the Millennium Declaration and achievement of the Millennium Development Goals and other internationally agreed development goals in the area of gender equality and the empowerment of women, with a particular emphasis on Millennium Development Goal 3. In addition, UN-Women supports gender equality dimensions of all the other Millennium Development Goals, in particular through support to Member States at the national level, at their request.

17.4 During the 2014-2015 period, the programme is expected to continue to concentrate its efforts on the following six focus areas: (a) increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; (b) increasing women's access to economic empowerment and opportunities, especially for those who are most excluded, particularly women living in poverty; (c) preventing and eliminating violence against women and girls and expanding access to survivor services; (d) increasing women's leadership in peace, security and humanitarian response; (e) strengthening the responsiveness of plans and budgets in the area of gender equality at all levels; and (f) supporting the development of global norms, policies and standards on gender equality and women's empowerment.

17.5 As it delivers support in those areas, the programme will lead to more effective coordination, coherence and gender mainstreaming across the United Nations system. The programme will carry out its work in coordination with other United Nations agencies, funds, programmes and entities in order to avoid duplication of work. It will provide overall leadership and will strengthen coordination mechanisms such as thematic inter-agency bodies at the global, regional and national levels, and will also further enhance coordination tools, such as system-wide action plans to enhance the accountability of the United Nations system in its work on gender equality.

17.6 The programme of work of UN-Women is guided by its strategic plan for 2011-2013. While the existing strategic plan is time-bound, it is driven by a longer-term vision, goals and expected results reaching to 2017, and by the principle of universality in the delivery of its work. The programme's biennial programme plan for 2014-2015 follows the anticipated direction of the new UN-Women strategic plan envisaged for 2014-2017 and is fully aligned with that longer-term vision. Any changes to the present strategic framework that might become necessary as a result of the 2014-2017 strategic plan would be submitted in due course for consideration by the relevant intergovernmental bodies.

17.7 The strategy for implementing the programme in the period 2014-2015 is centred on bringing together the normative support, advocacy, coordination, operational and capacity development, training and research functions to ensure an even greater impact from United Nations support in these areas. The fulfilment of the overall orientation will result from expanding support provided to Member States, upon their request; strengthening coherence between the normative and operational work; and leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment and advancement of women. Support for gender mainstreaming across the United Nations system is an integral part of the programme's strategy.

17.8 In response to paragraphs 8 and 9 of section VI of resolution 65/259, UN-Women undertook a further analysis of its functions by division some two years after its creation by the General Assembly. The objective of the analysis was to provide a comprehensive assessment of the activities of UN-Women, including administrative, evaluation, coordination, research and analytical policy functions, and to determine whether they support, or are to be considered

normative intergovernmental processes; operational intergovernmental processes and operational activities; or a combination thereof. The analysis was also intended to review the funding arrangements of the Entity's normative intergovernmental, and operational intergovernmental or operational activities.

17.9 The analysis resulted in the following outcomes:

(a) In the majority of instances, all functions defined above contribute to a combination of normative intergovernmental, operational intergovernmental and operational activities; there is clear evidence of linkages and complementarity between functions and activities across the three pillars of UN-Women, i.e. the Bureau of Intergovernmental Support and Strategic Partnerships; the Bureau for Policy and Programme; and the Division for Management and Administration;

(b) As stipulated in the Evaluation Policy, the evaluation function covers the entire mandate of the Entity and is required to assess the linkages between normative support, operational and coordination work in all its evaluation work. The Evaluation Office also ensures that all United Nations guidelines on evaluating normative work include the integration of the human rights and gender equality-based approach;

(c) The mandate of the General Assembly for UN-Women to lead, coordinate and promote the accountability of the United Nations system for its work on gender equality and the empowerment of women identifies crucial system-wide and inter-agency functions for the Entity and underscores the importance of the synergy and complementarity between operational and normative work;

(d) With regard to the research and analytical policy function, the analysis demonstrates the strong linkage between the Entity's normative support and operational work in key focus areas, and especially those of increasing women's leadership in peace, security and humanitarian response; increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; and increasing women's access to economic empowerment and opportunities. The reinforcement of those links has also been driven by the Entity's work in supporting the Commission on the Status of Women in its priority areas in the biennium, as well as the General Assembly;

(e) Finally, administrative services cut across all functions and divisions of the Entity. In line with paragraph 8 of section VI of resolution 65/259, the administrative capacities of UN-Women were analysed during the preparation of the regular budget for the biennium 2012-2013, and two additional P-3 posts were approved in that biennium.

17.10 With regard to the source of funding for the functions under consideration, it is clear that resources from the regular budget and from extrabudgetary resources are intertwined in supporting normative intergovernmental processes, operational intergovernmental processes and operational activities. In the case of the evaluation function, it is clear that while it serves both operational and normative processes, funding to date has been solely from extrabudgetary resources.

17.11 UN-Women will continue to review its requirements and assess its funding sources on an ongoing basis to ensure that they align with paragraph 75 of General Assembly resolution 64/289 as closely as possible.

Overview of resources

17.12 The overall resources proposed for the biennium 2014-2015 for the present section amount to $15,257,900 before recosting, reflecting a net decrease of $216,400 (or 1.4 per cent) compared

with the 2012-2013 budget at revised rates. Resource changes result from three factors, namely: (a) the addition of delayed impact for new posts approved in 2012-2013; (b) resource changes in line with General Assembly resolution 67/248; and (c) resource changes reflected by the Secretary-General in his report on the budget outline for 2014-2015 (A/67/529 and Corr.1).

17.13 Extrabudgetary resources amounting to $700,000,000 under the UN-Women support budget are projected for the biennium 2014-2015, of which (a) an estimated amount of $116,842,300 are to fund 426 temporary posts, and (b) an amount of $583,157,700 its estimated as non-post resources.

17.14 The distribution of resources is reflected in tables 17.3 to 17.5.

Table 17.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*						*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Technical adjustment (delayed impact and non-recurrent)	*New mandates and inter-component changes*	*Changes per the Secretary-General's budget outline report*[a]	*Changes in line with resolution 67/248*	*Total*	*Percentage*			
A. Policymaking organs	205.9	244.2	–	–	–	–	–	–	244.2	11.6	255.8
B. Executive direction and management	481.0	1 885.2	–	–	–	(155.8)	(155.8)	(8.3)	1 729.4	47.1	1 776.5
C. Programme of work	11 038.9	12 458.5	–	–	–	(266.7)	(266.7)	(2.1)	12 191.8	365.1	12 556.9
D. Programme support	47.7	886.4	258.5	–	(52.4)	–	206.1	23.3	1 092.5	39.5	1 132.0
Subtotal	**11 773.5**	**15 474.3**	**258.5**	**–**	**(52.4)**	**(422.5)**	**(216.4)**	**(1.4)**	**15 257.9**	**463.3**	**15 721.2**

(2) *Extrabudgetary*

	2010-2011 expenditure	*2012-2013 estimate*	*2014-2015 estimate*
A. Policymaking organs	–	250.0	250.0
B. Executive direction and management	564.9	3 502.3	4 012.2
C. Programme of work	182 600.5	502 338.4	667 561.8
D. Programme support	9 042.6	23 909.3	28 176.0
Subtotal	**192 208.0**	**530 000.0**	**700 000.0**
Total	**203 981.5**	**545 474.3**	**715 721.2**

[a] A/67/529 and Corr.1.

Table 17.4 **Post resources**

Category	*Established regular budget*		*Temporary*				*Total*	
			Regular budget		*Extrabudgetary*			
	2012-2013	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*
Professional and higher								
USG	1	1	–	–	–	–	1	1
ASG	1	1	–	–	1	1	2	2
D-2	2	2	–	–	4	4	6	6
D-1	3	3	–	–	16	16	19	19
P-5	6	6	–	–	83	83	89	89
P-4/3	14	14	–	–	84	84	98	98
P-2/1	5	5	–	–	4	4	9	9
Subtotal	**32**	**32**	–	–	**192**	**192**	**224**	**224**
General Service								
Principal level	–	–	–	–	41	41	41	41
Other level	15	13	–	–	121	121	136	134
Subtotal	**15**	**13**	–	–	**162**	**162**	**177**	**175**
Other								
National Professional Officer	–	–	–	–	72	72	72	72
Subtotal	–	–	–	–	**72**	**72**	**72**	**72**
Total	**47**	**45**	–	–	**426**	**426**	**473**	**471**

Table 17.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Policymaking organs			
1. Commission on the Status of Women	1.6	–	–
2. Executive Board	–	–	–
Subtotal A	**1.6**	–	**0.0**
B. Executive direction and management	11.3	–	0.6
C. Programme of work			
1. Intergovernmental support and strategic partnerships	41.4	–	2.5
2. Policy and programme activities	38.5	–	92.8
Subtotal C	**79.9**	–	**95.4**
D. Programme support	7.2	–	4.0
Total	**100.0**	–	**100.0**

Technical adjustments

17.15 Resource changes reflect a net amount of $258,500, representing an increase of $271,200 related to the delayed impact of two P-3 posts that were established in the biennium 2012-2013 pursuant to

General Assembly resolution 66/246, partially offset by an amount of $12,700 related to the non-recurrent requirements under furniture and equipment.

Changes in line with General Assembly resolution 67/248

17.16 A total reduction of $422,500 is proposed in line with General Assembly resolution 67/248. The primary areas of reductions in the amount of $362,500 are outlined in table 17.6 below.

Table 17.6 **Primary areas of resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Executive direction and management** Abolishment: 1 GS (OL) Administrative Finance Assistant	**Automation of routine workflow processes** Total reduction: $155,800 Automation of routine workflow processes and the reconfiguration of tasks would allow for the abolishment of 1 GS (OL) post of Administrative Finance Assistant. In 2014-2015, the implementation of electronic office collaboration and archiving system solutions will deliver enhancements in managing responses to external and internal communications and documentation, allowing outputs to be maintained.	–	–
2	**Programme of work** *Subprogramme 2* Abolishment: 1 GS (OL) Administrative Associate	**Change in funding modality** Total reduction: $155,800 The cost of the Administrative Associate post would be shifted to extrabudgetary resources to ensure continuous support to the policy and programme directorate.	–	–
3	**Programme of work** *Subprogrammes 1 and 2* Reduction: Ad hoc expert groups Other official travel of staff	**Reduced quality of expert groups' reports and less official travel of staff** Total reduction: $50,900 UN-Women would be limited in its ability to secure the services of highly qualified and renowned experts from around the world, which may affect the depth of the interactions, especially on new and emerging issues related to its mandate. Substantive, analytical reports with findings and recommendations that seek to advance gender mainstreaming and gender parity in the United Nations system are the primary outputs of the expert group meetings. The reductions in the number of experts would reduce the quality and detail of those reports.	–	–

Item Net reductions in inputs	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
	The number of experts would be reduced from 7 to 4 and the number of meeting days from 3 to 2. Fewer face-to-face meetings are scheduled for 2014-2015. UN-Women would be required to rely more on virtual interaction (e.g., videoconferencing in which staff would join in meetings) with Member States, United Nations field offices and peacekeeping missions. UN-Women would reduce the travel of one staff member to two global/regional technical meetings and reduce travel expenditure for work programme implementation missions, in particular to United Nations offices away from Headquarters.		

Changes reflected in the report of the Secretary-General on the budget outline for 2014-2015

17.17 As reflected in the report of the Secretary-General on the budget outline for 2014-2015, a total reduction of $52,400 under programme support is proposed, which is outlined in table 17.7 below.

Table 17.7 **Resource changes in line with the Secretary-General's budget outline**

Net reductions in inputs	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
Programme support	**Data-processing services** Total reduction: $52,400	–	–
Reduction:			
Contractual services	Data-processing services are centrally provided within UN-Women and include the maintenance of storage area networks, application servers, backup units and desktop connectivity. There is an increase in total extrabudgetary resources which results in the reduction of the share funded by regular budget resources.		

Other assessed and extrabudgetary resources

17.18 For the biennium 2014-2015, as UN-Women continues to expand and increase its activities and projects, it is estimated that extrabudgetary resources would increase to $700,000,000 as a result of the full implementation of the Regional Architecture in 2013 and full implementation of existing offices. The Regional Architecture structure consists of: the establishment of six regional offices and six multi-country offices; the evolution of the current UN-Women subregional offices into regional offices, multi-country offices or country offices; greater decentralization of authority to the field, including the moving of mid- and lower-level oversight functions from Headquarters to

regional offices; the transfer of some technical and operational functions from Headquarters to the field; and corresponding changes at Headquarters to reflect changed roles.

17.19 The extrabudgetary resources of UN-Women fund mainly post and non-post resources for subprogramme 2, Policy and programme activities, to enable UN-Women to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in its work in those areas. Extrabudgetary activities will continue to support: the preparation of publications, technical documentation and outreach material on women's issues; the provision of technical cooperation, advisory services and capacity development support to governments and non-governmental partners on gender equality; the development of knowledge products and advocacy tools, technical analysis and training workshops on gender issues; the piloting of programmes that demonstrate replicable models to advance gender equality; participation in United Nations country team meetings and convening of gender equality advocates to the strategic planning process; and the provision of technical expertise to strengthen the gender equality dimension in all United Nations Development Assistance Framework review exercises in 2014-2015.

Other information

17.20 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation amounting to $3,613,500, financed from extrabudgetary sources of funds, are reflected under Executive direction and management for staffing resources equivalent to 72 work-months in the Professional category and 24 work-months at the General Service level, and relevant non-post resources.

17.21 UN-Women promotes systematic programme planning, monitoring and reporting and the use of evaluation to improve management accountability, performance and effective programming. This includes the requirements to: develop annual workplans for programmatic offices with monitoring, evaluation and research plans; to use evaluation findings in the design of new programmes; and to develop management responses to evaluation recommendations.

17.22 In UN-Women, evaluations are conducted to assess accountability, decision-making and learning that together support the overall delivery of results. Evaluations assess the operational work conducted at the global, regional and country levels, the normative support undertaken by the Entity and its coordination role within the United Nations system. According to its evaluation policy, UN-Women conducts two main types of internal evaluations: corporate, which are undertaken by the independent Evaluation Office with the support of external evaluators; and decentralized, which are undertaken by the independent external evaluators and managed by programmatic offices. In 2014-2015, the UN-Women Evaluation Office will develop evaluation plans that will include up to six independent evaluations to assess areas of strategic importance for the Entity, including one evaluation of normative support work. The programmatic offices will plan and undertake decentralized evaluations in accordance with the parameters established by the evaluation policy.

17.23 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 17.8 below and as distributed in the output information for each subprogramme.

Table 17.8 **Summary of publications**

	2010-2011 actual			*2012-2013 estimate*			*2014-2015 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	8	7	15	2	20	22	4		4
Non-recurrent	4		4	1	5	6			
Total	**12**	**7**	**19**	**3**	**25**	**28**	**4**	–	**4**

A. Policymaking organs

17.24 The substantive servicing of the Commission on the Status of Women and the Executive Board is under the responsibility of UN-Women. Provision is made for requirements relating to the Commission on the Status of Women under the regular budget and for the Executive Board under extrabudgetary resources.

Commission on the Status of Women

Resource requirements (before recosting): $244,200

17.25 The Economic and Social Council, by its resolution 11 (II), established, in 1946, the Commission on the Status of Women as a functional commission of the Council. The Commission reports to the Council on matters concerning the promotion of women's rights in the political, economic, social and educational fields and makes recommendations to the Council on issues requiring immediate attention in the field of women's rights. The original membership of 15 representatives of Member States was increased to 18 in 1951, to 21 in 1961 and to 32 in 1966. By its resolution 1989/45, the Council decided to enlarge the membership in 1990 to 45 representatives elected by the Council for a period of four years. It meets annually in New York for 10 working days. The fifty-eighth and fifty-ninth sessions of the Commission on the Status of Women are scheduled to be held in 2014 and 2015, respectively.

17.26 The Commission has a central role within the United Nations system in monitoring the implementation of the Beijing Declaration and Platform for Action and in advising the Council thereon. The Commission holds an interactive high-level round table in parallel chambers, two interactive expert panels on the priority theme of each session, as well as a panel on an emerging issue, a panel on the priority theme of the subsequent session, and an interactive dialogue to review a theme from an earlier session. Under Council resolutions 76 (V), 3041 (XI) and 1983/27, the Secretary-General is mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission on the Status of Women.

Executive Board

17.27 The General Assembly, in its resolution 64/289, established an Executive Board to oversee the operational activities of UN-Women. The Executive Board carries out functions as outlined in annex I to General Assembly resolution 48/162, taking into account the provisions of resolution 64/289.

17.28 The Executive Board is composed of 41 members elected by the Economic and Social Council for a term of three years, in accordance with established practice. The Board meets in New York and reports annually on its programme and activities to the General Assembly, through the Council at its substantive session.

17.29 The distribution of resources for policymaking organs is reflected in table 17.9 below.

Table 17.9 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	244.2	244.2	–	–
Subtotal	**244.2**	**244.2**	–	–
Extrabudgetary	250.0	250.0	–	–
Total	**494.2**	**494.2**	–	–

17.30 The amount of $244,200 provides for the travel of the 45 members of the Commission on the Status of Women to its fifty-eighth and fifty-ninth sessions, to be held in New York, and for the travel of the Chair of the Commission to the substantive sessions of the Economic and Social Council and the Human Rights Council, to be held in Geneva.

17.31 The amount of $250,000 of extrabudgetary resources would provide for conference services, including document preparation, translation and conference facilities, to support the meetings of the Executive Board during the biennium 2014-2015.

B. Executive direction and management

Resource requirements (before recosting): $1,729,400

17.32 The Office of the Under-Secretary-General of UN-Women is comprised of the front office of the Executive Director and the Evaluation Office. The Under-Secretary-General is responsible for the overall direction and management of the Entity in the implementation of its mandates and approved programme of work. The Under-Secretary-General provides policy advice to the Secretary-General and Deputy Secretary-General on all issues pertaining to the promotion of gender equality and women's empowerment, participates in the work of the United Nations System Chief Executives Board for Coordination (CEB) and, in that capacity, leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and women's empowerment.

17.33 The core functions of the Office of the Under-Secretary-General are: (a) to assist and support the Under-Secretary-General in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of the Entity; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office. The Under-Secretary-General is assisted by the Assistant Secretary-General for Intergovernmental Support and Strategic Partnership and the Assistant Secretary-General for Policy and Programmes.

17.34 The office of the Executive Director leads and manages the support of the intergovernmental process, operational activities in the field, and coordination of efforts of the entities in the United Nations system that are collaborating in mainstreaming the appropriate response to gender concerns across their programmes of work at the global, regional and country levels. It also

provides strategic policy support, as well as support in managing communications with Member States, members of the United Nations system and civil society.

17.35 The independent Evaluation Office prepares and implements the evaluation policy and strategy of UN-Women. It also provides guidance and support for both central and decentralized evaluation, drawing on good practices within both UN-Women and elsewhere, and the United Nations Evaluation Group guidelines.

17.36 The Evaluation Office focuses on four strategic areas of work: (a) conducting corporate evaluations and establishing effective corporate evaluation systems; (b) strengthening decentralized evaluation culture and systems for greater accountability and improved programming; (c) leading United Nations coordination on gender-responsive evaluation to generate system-wide accountability; and (d) promoting innovation and knowledge generation on what works for gender equality through national evaluation capacity-building.

17.37 In 2011, UN-Women conducted 18 internal evaluations, including both corporate and decentralized. Their results were used to improve the strategic planning of UN-Women and new programme design. For transparency, accountability and knowledge-sharing purposes, the evaluations report were publicly shared on the Evaluation Resource Centre.

17.38 In 2011, four corporate evaluation processes were completed and two new ones initiated. Two evaluations were undertaken jointly with United Nations organizations, on peacekeeping activities in the Democratic Republic of the Congo and on the United Nations Joint Programmes on Gender Equality, which resulted in the first comprehensive repository of programming on gender equality within the United Nations system.

17.39 In 2012-2013, the Evaluation Office will complete three corporate evaluations: a joint evaluation of joint programmes on gender equality in the United Nations system; a thematic evaluation of the contribution of UN-Women to prevent violence against women and expand access to services; and a thematic evaluation of the contribution of UN-Women to increasing women's leadership and participation in peace and security and humanitarian response.

Table 17.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) Programme delivery rate is no less than 80 per cent *Performance measures* (Percentage) 2010-2011: 80 Estimate 2012-2013: 80 Target 2014-2015: 80

(b) Timely and quality submission of relevant documents for consideration by the governing bodies	(b) Percentage of timely and quality submission of documents for consideration by the governing bodies *Performance measures* (Percentage) 2010-2011: not applicable Estimate 2012-2013: 90 Target 2014-2015: 90

External factors

17.40 The objective and expected accomplishments are expected to be achieved on the assumption that governmental and non-governmental counterparts at the national level continue to prioritize gender equality and women's empowerment issues in their development cooperation programmes and that Member States remain committed to providing adequate resources to UN-Women to strengthen gender equality and women's empowerment in the United Nations system.

Outputs

17.41 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Executive Board: substantive servicing of Executive Board sessions (6); and conference documentation on issues related to programme management and other issues identified by the Executive Board (6);

(b) Other substantive outputs (regular budget and extrabudgetary):

(i) Strategic framework for 2016-2017 (1).

17.42 The distribution of resources for Executive direction and management is reflected in table 17.11 below.

Table 17.11 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	1 885.2	1 729.4	5	4
Subtotal	**1 885.2**	**1 729.4**	**5**	**4**
Extrabudgetary	3 502.3	4 012.2	8	8
Total	**5 387.5**	**5 741.6**	**13**	**12**

17.43 The provision of $1,729,400, reflecting a decrease of $155,800, under post requirements provides for the continuation of four posts (1 USG, 1 D-2, 1 P-5 and 1 General Service (Other level)) for the Office of the Under-Secretary-General. The decrease of $155,800 relates to the abolishment of one

General Service (Other level) post in line with General Assembly resolution 67/248 and table 17.6, item 1, "automation of routine work flow processes", of the present report.

17.44 During the biennium 2014-2015, projected extrabudgetary resources amounting to $4,012,200 would provide for the continuation of three posts (1 P-4 and 2 General Service (Principal level)) and non-post resources to assist in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work/strategic plan of the Entity and the delivery of outputs detailed in paragraph 17.32 above. The increase of $509,900 over the projected 2012-2013 resources of $3,502,300 is owing to the expected growth of UN-Women and the required increased oversight that will be needed to ensure operational effectiveness.

C. Programme of work

17.45 The distribution of resources by subprogramme is reflected in table 17.12 below.

Table 17.12 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
1. Intergovernmental support and strategic partnerships	6 379.6	6 310.4	19	19
2. Policy and programme activities	6 078.9	5 881.4	20	19
Subtotal	**12 458.5**	**12 191.8**	**39**	**38**
B. Extrabudgetary	502 338.4	667 561.8	370	370
Total	**514 796.9**	**679 753.6**	**409**	**408**

Subprogramme 1
Intergovernmental support and strategic partnerships

Resource requirements (before recosting): $6,310,400

17.46 Substantive responsibility for this subprogramme is vested within the Intergovernmental Support and Strategic Partnerships Bureau. The Office is comprised of three units: the Intergovernmental Support Division, the United Nations System Coordination Division and the Strategic Partnerships, Advocacy, Communications and Civil Society Division. The subprogramme will be implemented in accordance with the strategy detailed under programme 14 of the biennial programme plan for the period 2014-2015.

17.47 The main activities of the subprogramme comprise: (a) promoting actions and providing assistance to Member States, upon their request, for the full and effective implementation of the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly and other United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and advancement of women, as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women; (b) providing substantive and effective support to intergovernmental processes, in particular the Commission on the Status of Women, through the facilitation of discussion on key

gender equality issues by stakeholders from Governments, civil society, the United Nations system and academia, as well as other experts; (c) supporting intergovernmental processes to increase the reflection of gender perspectives in sectoral global policy and normative frameworks through the provision of innovative proposals; (d) increasing awareness and understanding of gender equality and the empowerment of women through education and information dissemination activities as well as outreach to stakeholders using different channels such as websites, social media and print products; (e) encouraging women's groups and other non-governmental organizations specializing in gender equality and the empowerment of women to participate in intergovernmental processes, including through increased outreach, funding and capacity-building; (f) leading and supporting system-wide and inter-agency collaboration on gender equality and the empowerment of women through the creation of synergy and coherence and the promotion of joint action; collaboration in United Nations country teams and their gender theme groups; and facilitation of the establishment and use of accountability frameworks on gender equality and the empowerment of women of the United Nations system; (g) supporting synergies and cooperation among countries, as well as the mechanisms established for the promotion of gender equality and the empowerment of women, at the regional and subregional levels; (h) supporting the improvement of the status of women and the achievement of gender balance within the United Nations system through advocacy and monitoring of progress towards gender balance and a gender-sensitive work environment within the United Nations system as well as strengthening training opportunities in the area of gender equality for United Nations officials; and (i) building and strengthening strategic partnerships with a broad range of stakeholders to achieve a robust resource base for the programme.

Table 17.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives in their spheres of activity	(a) (i) Increased number of activities aimed at supporting the participation of Member States, upon their request, in the deliberations of intergovernmental bodies, with particular emphasis on the Commission on the Status of Women *Performance measures* 2010-2011: 22 activities Estimate 2012-2013: 26 activities Target 2014-2015: 29 activities (ii) Percentage of required documents submitted by UN-Women on time for consideration by the relevant intergovernmental bodies, including the Commission on the Status of Women, in compliance with the relevant rules and regulations on the issuance of documentation

	Performance measures (Percentage) 2010-2011: not applicable Estimate 2012-2013: 90 Target 2014-2015: 90
(b) Enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women	(b) Increased number of activities of UN-Women aimed at supporting the participation of non-governmental organizations accredited by the Economic and Social Council in the Commission on the Status of Women *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 14 activities Target 2014-2015: 16 activities
(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(c) (i) Number of initiatives of United Nations entities supported by UN-Women that incorporate gender perspectives in their policies, programmes and projects *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 20 initiatives Target 2014-2015: 30 initiatives (ii) Number of human resources policy measures advocated and/or assisted by UN-Women in United Nations system entities that incorporate gender perspectives into their implementation *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 5 initiatives Target 2014-2015: 5 initiatives
(d) Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women	(d) (i) Number of activities of UN-Women aimed at different stakeholders contributing to the promotion of gender equality and the empowerment of women

Performance measures

2010-2011: not applicable

Estimate 2012-2013: 11 activities

Target 2014-2015: 13 activities

(ii) Amount of resources mobilized as voluntary contributions to UN-Women

Performance measures

2010-2011: $417 million

Estimate 2012-2013: $530 million

Target 2014-2015: $700 million

External factors

17.48 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality and the empowerment of women; and that Member States remain committed to allocating adequate resources to strengthen the work of the United Nations system on gender equality and the empowerment of women.

Outputs

17.49 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing, including plenary meetings of the Second and Third Committees (14);

b. Parliamentary documentation: report on improvement in the status of women in the United Nations system (1);

(ii) Security Council: substantive servicing of meetings and informal consultations (4);

(iii) Economic and Social Council:

a. Substantive servicing of meetings: substantive servicing of plenary meetings (2);

b. Parliamentary documentation: mainstreaming a gender perspective into all policies and programmes in the United Nations system (2);

(iv) Commission on the Status of Women:

a. Substantive servicing of meetings: open-ended consultations by the Bureau of the Commission on the Status of Women (4); substantive servicing of meetings of the Commission (40);

b. Parliamentary documentation: reports of the Under-Secretary-General (2);

(v) Ad hoc expert groups: interactive dialogue to evaluate progress in the implementation of the agreed conclusions on a priority theme from a previous session of the Commission on the Status of Women (2); panels and interactive high-level round tables on experiences, lessons learned and good practices in relation to the implementation of previous commitments made with regard to the priority theme of the Commission on the Status of Women (6); panels on emerging issues, trends, and new approaches to issues affecting the situation of women or equality between women and men on gender equality (2); panels on a future priority theme of the Commission on the Status of Women (2); expert group meetings on: gender mainstreaming (1); improving the status of women in the United Nations system (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: Network (Focal Point on the Status of Women) (2);

(ii) Technical documentation and outreach material: development, design, maintenance and management of the relevant sections of the UN-Women website pertaining to normative intergovernmental processes (2); development, design, maintenance and management of the relevant portion of the UN-Women website on the Inter-Agency Network on Women and Gender Equality (2); development, design, maintenance and management of the website of UN-Women pertaining to coordination (2); development, design, maintenance and management of the WomenWatch website (2); reports on sessions of the Inter-Agency Network (2); guidelines, checklist and tools on improving the status of women in the United Nations system (1); documentation for basic course on gender equality for all United Nations system staff (1); report of the expert group meeting on gender mainstreaming (1); report of the expert group meeting on improving the status of women in the United Nations system (1);

(iii) Substantive servicing of inter-agency meetings: Inter-Agency Network on Women and Gender Equality (2);

(c) United Nations coordination and reform (extrabudgetary resources):

(i) Leadership and coordination towards a United Nations system-wide (CEB) decision to develop a unified system for tracking resources dedicated to gender equality within budgets of all United Nations agencies (1);

(ii) Expand the gender community of practice that brings together practitioners from all over the world with experience in gender training to promote dialogue and analysis of the current approaches and theories on gender training (through workshops and dialogue mechanisms) (1);

(iii) Expand the visibility, involvement and impact of the UNiTE to End Violence against Women campaign of the Secretary-General at the global, regional and country levels (through the funding of advocacy campaigns) (1).

17.50 The distribution of resources for subprogramme 1 is reflected in table 17.14 below.

Table 17.14 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	5 974.7	5 974.7	19	19
Non-post	404.9	335.7	–	–
Subtotal	**6 379.6**	**6 310.4**	**19**	**19**
Extrabudgetary	15 140.7	17 690.4	26	26
Total	**21 520.3**	**24 000.8**	**45**	**45**

17.51 The resources in the amount of $5,974,700, reflecting a decrease of $69,200, would provide for the costs of 19 posts (1 ASG, 1 D-2, 2 D-1, 2 P-5, 4 P-4, 3 P-2, and 6 General Service (Other level)) and non-post resources for intergovernmental support and strategic partnerships. The reduction of $69,200 is in line with resolution 67/248 and table 17.6, item 3 "reduced quality of expert groups' reports and less official travel of staff", of the present report.

17.52 During the biennium 2014-2015, projected extrabudgetary resources amounting to $17,690,400 would provide for the continuation of 26 posts (1 D-2, 1 D-1, 6 P-5, 4 P-4, 9 P-3, and 5 General Service (Other level)) and non-post resources for system-wide coordination of the gender-mainstreaming efforts of the United Nations system, system-wide coordination and monitoring of the status of women in the United Nations system and fulfilment of other mandates of the Beijing Declaration and Platform for Action. The increase of $2,549,700 reflects improved support from UN-Women to programme activities under subprogramme 1 through, inter alia, preparation of parliamentary documentation, substantive servicing of meetings, coordination mechanisms and other substantive activities, including the development and maintenance of public and inter-agency websites such as WomenWatch, and support to the participation of non-governmental organizations (NGOs) during sessions of the Commission on the Status of Women, travel of staff and experts, and outreach activities.

Subprogramme 2
Policy and programme activities

Resource requirements (before recosting): $5,881,400

17.53 Substantive responsibility for this subprogramme is vested within the Policy and Programme Bureau. The office is comprised of the Policy Division and the Programme Division. The programme will be implemented in accordance with the strategy detailed under programme 14 of the biennial programme plan for the period 2014-2015.

17.54 The main activities of the subprogramme are: (a) serving as a global centre of knowledge and experience-sharing on gender equality and the empowerment of women, through research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women; (b) providing technical and thematic advice and programmatic support to Member States, at their request, including through regional and country offices, to enhance their capacity to develop, implement, monitor, review and evaluate their gender equality policies, including on the incorporation of gender perspectives in sectoral areas; (c) providing advocacy support, training and capacity development to Member States, at their request, to advance the implementation of their

commitments to achieve gender equality and the empowerment of women in line with their national priorities; and (d) providing leadership, technical expertise and coordination support to United Nations country teams and regional teams, including by leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women.

Table 17.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in its work in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy support for the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women	(a) Increased number of policies and actions taken and/or supported by UN-Women, upon the request of Member States, at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women *Performance measures* 2010-2011: 26 actions Estimate 2012-2013: 57 actions Target 2014-2015: 60 actions
(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights	(b) (i) Number of UN-Women activities related to strengthening capacity development provided, upon the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 91 activities Target 2014-2015: 92 activities

	(ii) Number of UN-Women activities to support Member States, upon their request, aimed at increasing the availability of national sex-disaggregated data *Performance measures* 2010-2011: 43 activities Estimate 2012-2013: 43 activities Target 2014-2015: 45 activities
(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States upon their request in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality	(c) (i) Number of United Nations coordination mechanisms on gender equality led or co-led by UN-Women at the national level *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 45 Target 2014-2015: 45 (ii) Number of United Nations development frameworks and programmes at the country level formulated and implemented with the participation and/or assistance of UN-Women *Performance measures* 2010-2011: 40 Estimate 2012-2013: 40 Target 2014-2015: 40 (iii) Number of United Nations country teams that are, with the support of UN-Women, applying performance indicators on gender equality in the common country assessments/United Nations Development Assistance Frameworks *Performance measures* 2010-2011: 22 Estimate 2012-2013: 20 Target 2014-2015: 20

External factors

17.55 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality and the empowerment of women; that Member States and non-governmental counterparts at the global and national levels continue to commit to and prioritize gender equality and the empowerment of women in their programmes; and that Member States remain committed to providing adequate resources to strengthen the work of the United Nations system on gender equality and the empowerment of women.

Outputs

17.56 During the biennium 2014-2015, the following outputs are expected to be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: reports on: improvement of the situation of women in rural areas (1); measures taken and progress achieved in the follow-up to and implementation of the Fourth World Conference on Women and the twenty-third special session of the General Assembly (2); intensification of efforts to eliminate all forms of violence against women (1); violence against women migrant workers (1); trafficking in women and girls (1); women in development (1); World Survey on the Role of Women in Development (1); intensifying global efforts for the elimination of female genital mutilation (1);

(ii) Security Council: parliamentary documentation: reports on women and peace and security (2);

(iii) Commission on the Status of Women: parliamentary documentation (2); discussion guide on the high-level round table on the priority theme of the Commission on the Status of Women (2); reports on progress in mainstreaming a gender perspective in the development, implementation and evaluation of national policies and programmes, with a particular focus on the priority theme (2); reports on priority themes as identified in the Commission's long-term work programme (2); reports on the situation of and assistance to Palestinian women (2); report on release of women and children taken hostage, including those subsequently imprisoned, in armed conflicts (1); report on women, the girl child, and HIV/AIDS (1); report on eliminating preventable maternal mortality and morbidity through the empowerment of women (1); inputs to the Economic and Social Council high-level segment (2); letters from the President of the Economic and Social Council to the Chair of the Commission on the Status of Women (2); lists of confidential communications relating to the status of women (2);

(iv) Ad hoc expert groups: expert group meetings on: priority themes/issues in preparation for the fifty-ninth and sixtieth sessions of the Commission on the Status of Women (2); preparation of the *World Survey on the Role of Women in Development* (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications inventory of activities on violence against women (2);

(ii) Technical documentation and outreach material: development, design, maintenance and management of the coordinated database on violence against women (2); guidelines, checklist and tools on implementation of Security Council resolution 1325 (2000) on women and peace and security (1); reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women (2); report of expert group meeting on preparation for the *World Survey on the Role of Women in Development* (1);

(c) Technical cooperation, advisory services and capacity development (extrabudgetary):

(i) Provision of capacity development support to national partners to expand women's political participation at the national and local levels in close partnership with the United Nations Development Programme and the Inter-Parliamentary Union through training workshops targeting voters, candidates and political parties; development of training modules and guidance documents, advocacy workshops and media campaigns (1);

(ii) Capacity development and technical support to government and non-governmental organization partners in 19 countries on gender sensitive national/local plans and on monitoring aid flows from a gender perspective to increase financing for gender equality (1);

(iii) Technical assistance to ministries of finance and planning, ministries of women's affairs and sectoral ministries to institutionalize gender-responsive budgeting through technical analysis, training workshops and funding of technical expertise to governments at their request; development of knowledge products and advocacy with policymakers (1);

(iv) Technical support to national mechanisms for women and non-governmental organization partners to develop, update and monitor implementation of gender equality plans and strategies training workshops; funding of technical expertise for out-posting to Governments; and development of modules and guidance documents (1);

(v) Capacity development to integrate gender equality into national strategies related to HIV (including national development strategies, national strategic plans on HIV, gender action plans) through support to national institutions and networks of women living with HIV (1);

(vi) In partnership with the Department of Peacekeeping Operations, the Special Representative of the Secretary-General on Sexual Violence in Conflict and United Nations Action against Sexual Violence in Conflict, continue to provide scenario-based predeployment training for peacekeepers on the prevention of sexual violence in conflict (1);

(vii) Provide technical assistance to develop and implement Security Council resolutions 1325 (2000) and 1889 (2009), including through country-level assistance to develop and implement national action plans on women and peace and security (1);

(d) Knowledge management and generation (extrabudgetary):

(i) Maintenance and further development of an online knowledge hub on current approaches, theories and good practices on gender training, migration, aid effectiveness, gender and peace and security, and women's political participation (1);

(ii) Launch of the publication *Progress of the World's Women* 2015 (1);

(iii) Provision of capacity development support to national partners to expand rural women's economic empowerment at the national and local levels in close partnership with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Food Programme through development of guidance documents and advocacy tools (1);

(iv) Provision of guidance documents and technical support to government and NGO partners on asset building in partnership with the International Association for Feminist Economics (1);

(v) Technical assistance to ministries of finance and planning, ministries of women's affairs and sectoral ministries to integrate gender responsive macroeconomic policy and poverty elimination strategies in five countries through technical analysis, training workshops and provision of technical expertise to Governments at their request, development of knowledge products and advocacy with policymakers (1);

(vi) Technical assistance to ministries of finance and planning, ministries of women's affairs and sectoral ministries to integrate gender responsive sustainable development strategies through technical analysis, training workshops and provision of technical expertise to Governments at their request, development of knowledge products and advocacy with policymakers (1);

(e) Piloting programmes that demonstrate replicable models to advance gender equality:

(i) Implementation of the pilot programme initiative on Safe Cities for Women in five countries (1);

(ii) Expand access for private sector organizations to the Women's Empowerment Principles and the Gender Equality Model approach to test and document how the private sector can more effectively promote and protect women's empowerment and gender equality (through guidance documents) (1);

(f) United Nations coordination and reform (extrabudgetary): support to strengthening the gender equality dimension in all United Nations Development Assistance Framework exercises in 2014-2015 through technical expertise, participation in United Nations country team meetings and convening of gender equality advocates to the strategic planning process (1).

17.57 The distribution of resources for subprogramme 2 is reflected in table 17.16 below.

Table 17.16 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	5 703.5	5 547.7	20	19
Non-post	375.4	333.7		
Subtotal	**6 078.9**	**5 881.4**	**20**	**19**
Extrabudgetary	487 197.7	649 871.4	344	344
Total	**493 276.6**	**655 752.8**	**364**	**363**

17.58 The post resources in the amount of $5,547,700, reflecting a decrease of $155,800, would provide for the costs of 19 posts (1 D-1, 3 P-5, 3 P-4, 5 P-3, 2 P-2, and 5 General Service (Other level)) of the Policy and Programme Bureau. The decrease of $155,800 relates to the abolishment of one General Service (Other level) post in line with General Assembly resolution 67/248 (see table 17.6, item 2 "change in funding modality", of the present report). The amount of $333,700 under non-post resources, reflecting a net decrease of $41,700, is foreseen for operational requirements. The net decrease of $41,700 is in line with General Assembly resolution 67/248 and table 17.6, item 3, of the present report.

17.59 During the biennium 2014-2015, projected extrabudgetary resources amounting to $649,871,400 would provide for the continuation of 344 posts (1 ASG, 2 D-2, 14 D-1, 71 P-5, 33 P-4, 17 P-3, 3 P-2, 29 General Service (Principal level), 102 General Service (Other level) and 72 National Professional Officers) and non-post resources to support Member States in the implementation of their national commitments to eliminate discrimination against women and girls, empower women, and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The increase of $162,673,700 is owing to higher operating costs for UN-Women to ensure increased and improved support to programme activities. The resources will be utilized to strengthen the gender equality dimension of all United Nations Development Assistance Framework exercises, and the generation and management of knowledge including on ending violence against women, gender dimension of migration, and launch of flagship publications.

D. Programme support

Resource requirements (before recosting): $1,092,500

17.60 Substantive responsibility for this area is vested within the Management and Administration Division of UN-Women. The Division assists the Under-Secretary-General in discharging responsibilities in the areas of human resources, finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability, and audit. In addition, the Division provides administrative and operational support for the implementation of the programme activities of the Entity.

17.61 The distribution of resources for programme support is reflected in table 17.17 below.

Table 17.17 **Resource requirements: programme support**

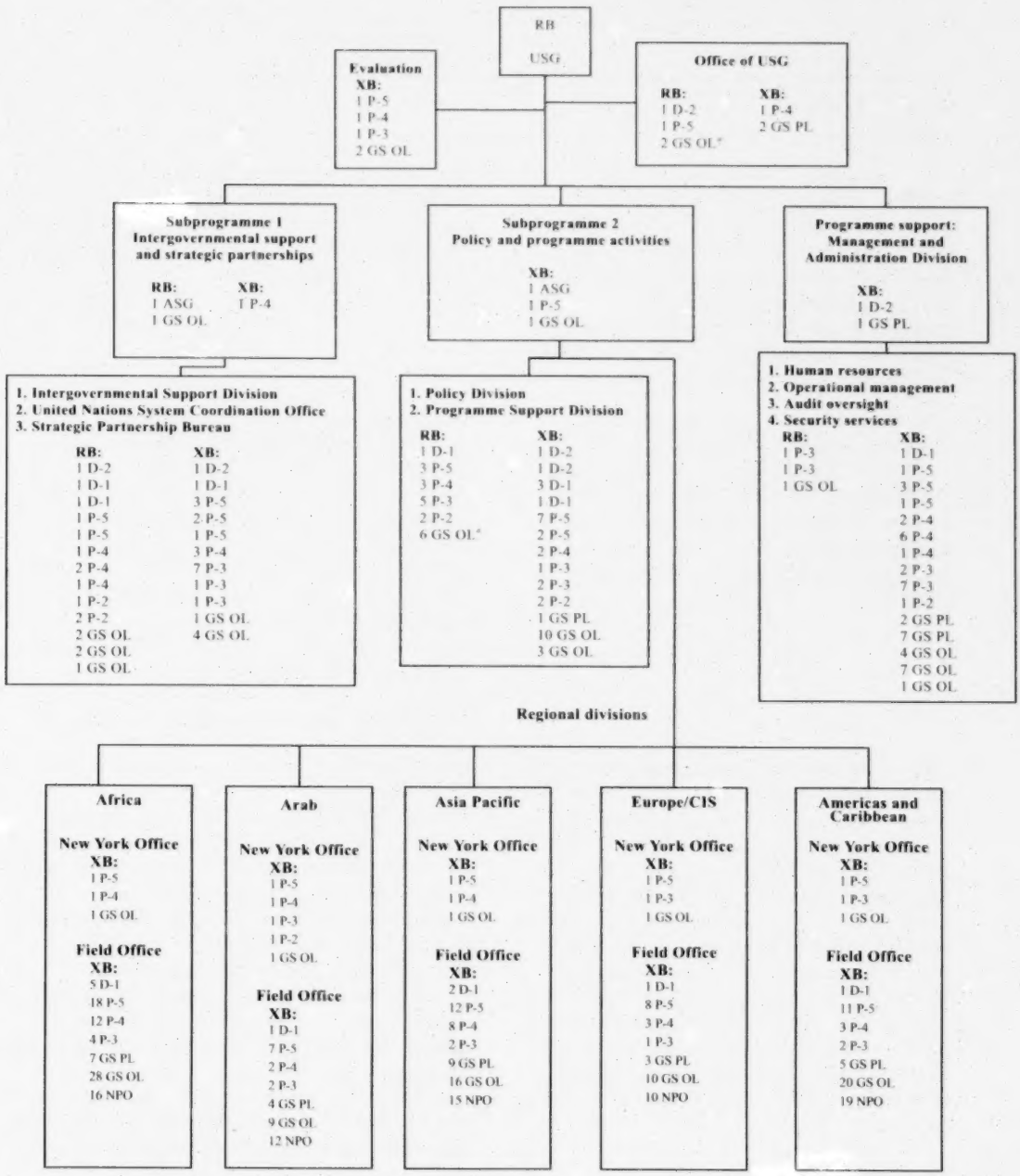
	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	475.6	746.8	3	3
Non-post	410.8	345.7	–	–
Subtotal	**886.4**	**1 092.5**	**3**	**3**
Extrabudgetary	23 909.3	28 176.0	48	48
Total	**24 795.7**	**29 268.5**	**51**	**51**

17.62 The post resources in the amount of $746,800, reflecting an increase of $271,200, would provide for the costs of three posts (2 P-3 and 1 General Service (Other level)). The increase is owing to the delayed impact of two P-3 posts that were approved in the 2012-2013 biennium. The amount of $345,700 in non-post resources, reflecting a decrease of $65,100, would provide for operational requirements under programme support. The decrease is owing to: (a) the non-recurrent requirement of $12,700 under furniture and equipment; and (b) the proposed reduction of $52,400 presented in the budget outline for 2014-2015, as reflected in table 17.7, item 1, of the present report.

17.63 During the biennium 2014-2015, projected extrabudgetary resources amounting to $28,176,000 would provide for the continuation of 48 posts (1 D-2, 1 D-1, 5 P-5, 9 P-4, 9 P-3, 1 P-2, 10 General Service (Principal level) and 12 General Service (Other level)) and non-post resources for the Management and Administration Division to assist the Under-Secretary-General in discharging responsibilities in the areas of personnel, finance and general administration. The increase of $4,266,700 is owing to the extra support that the Division of Management and Administration is intending to give to the Organization in all operational areas in order to provide UN-Women with the necessary capacity for financial management, guidance and advice on the proper utilization of resources; human resources management, including staff development and performance management; provision of office automation and overall information technology services, both in field offices and at Headquarters; management of facilities, procurement, travel, logistics and transportation services for staff and their dependants; and for managerial and fiduciary oversight and audit for programmes and operations.

Annex I

Organizational structure and post distribution for 2014-2015



[a] Abolishment.

Annex II

Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of auditors (A/67/5/Add.13, chap. II)	
The Entity should (a) revise its internal control frameworks and related policies and procedures to be in line with its Financial Regulations and Rules; (b) finalize and implement all its policies and procedures to adequately support its Financial Regulations and Rules; and (c) set specific timelines for when the amended policies and procedures will be integrated into its systems (para. 28).	The revised internal control framework has been finalized and was approved by the Executive Director in November 2012, and the Programme Operations Manual has been finalized and was released in December 2012.
UN-Women should develop a plan that defines in detail the activities and timelines to be performed in the process to implement the International Public Sector Accounting Standards (IPSAS); and develop a benefits realization plan that will assist the entity in tracking the achievement of objectives (para. 34).	UN-Women developed a revised plan that defines in detail the activities to be performed and timelines to implement IPSAS, and have developed, in its revised workplan, a benefits realization plan to track the achievement of objectives. Furthermore, UN-Women corresponded with the United Nations IPSAS Task Force regarding a template and measurement tools for the completion of the benefits realization plan and will follow up and document after 31 December 2012 when the first full year of IPSAS implementation is complete and the first financial statements are prepared.
The Entity should: (a) strengthen capacity in all functional areas affected by IPSAS implementation; (b) formulate a project team to oversee the remaining activities of IPSAS implementation and to review the appropriateness of the chosen accounting policies; (c) revise the plan to develop IPSAS opening balances and data clean-up plan; (d) conduct user-specific training once all accounting policies have been reviewed and approved; (e) review its financial statement preparation processes to ensure that they are in line with IPSAS implementation; and (f) develop IPSAS model financial statements (para. 38).	UN-Women: strengthened its capacity in all functional areas affected by IPSAS by recruiting a Senior IPSAS Project Adviser and engaging additional working-level consultants; strengthened the current IPSAS project team with the inclusion of the Director and Deputy Director of Management and Administration, the Special Adviser to the Executive Director and the Senior IPSAS Project Adviser, which meets on a biweekly basis to review progress and reports weekly to the Executive Director; developed a revised, detailed IPSAS implementation workplan for opening balances and data clean-up; revised its workplan to include recurrent training for all users and a review of its financial statement preparation processes in line with IPSAS implementation; and revised the timing for development of IPSAS model financial statements.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Women should develop a comprehensive finance manual/procedures detailing the processes and functions required to provide assurance over its financial management function on a monthly, quarterly and yearly basis (para. 45).	A comprehensive finance manual has been developed and was released in November 2012.
UN-Women should develop comprehensive year-end closure instructions to support the preparation of accurate financial statements (para. 47).	Revised comprehensive year-end closure instructions have been developed and were released in November 2012 with webinars.
UN-Women should make payments on the basis of the presentation and review of sufficient and appropriate supporting documents (para. 51).	A separate action plan to follow up on audit of field offices (Fiji and Amman) has been established. The monitoring of field office audit recommendations will be done in the Comprehensive Audit and Recommendation Database System.
UN-Women should (a) conduct a proper review of transactions subject to write-off in accordance with its policies and procedures; and (b) approve write-offs in accordance with the delegated authority provided in its Financial Regulations and Rules (para. 55).	UN-Women, as part of its operations, reviews transactions subject to write-off in accordance with its policies and procedures and approves write-offs in accordance with delegated authority provided in its Financial Regulations and Rules.
UN-Women should (a) perform regular reviews and reconciliations of all balances and transactions that are included in its financial statements; (b) implement controls to ensure the validity of transactions posted in the system; (c) develop ageing tools for accounts payable and receivable; and (d) perform appropriate age analysis for outstanding balances (para. 58).	General ledger reconciliations are currently ongoing. A new procedure to ensure the validity of transactions posted in the system is included in month-end closure instructions. UN-Women is currently in the process of developing automated ageing tools for accounts payable and receivables. Procedures for regular review of ageing analysis for accounts payable and receivable are part of the new internal control framework, and month-end/year-end closure instructions were implemented in October 2012.
Perform regular reconciliations of inter-agency balances and obtain confirmations prior to the closure of UN-Women accounts (para. 62).	Detailed procedures for regular reconciliations of inter-agency balances, including obtaining formal confirmations prior to closure of its accounts, are now part of the new month-end/year-end closure instructions.
UN-Women should develop a funding plan for its end-of-service liabilities (para. 70).	A funding plan for end-of-service liabilities has been developed.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Women should (a) develop and implement its own policies and procedures to ensure that there are clarity in and consistent application of procedures in the implementation of programmes; and (b) where it considers the use of procedures applied by other agencies, develop specific and detailed guidelines on the applicable policies and procedures of such agency after an assessment of whether the policies and procedures of such agency are in line with the Financial Regulations and Rules of UN-Women (para. 76).	The UN-Women Programme Operations Manual has been finalized and released.
Apply changes in accounting policy consistently from the date of adoption (para. 79).	UN-Women applies changes in accounting policy consistently from the date of adoption.
UN-Women should (a) draw on lessons from other United Nations agencies on processes to manage the national implementation assurance process and revise the guidelines for managing national implemented projects; (b) develop adequate procedures to enable it to manage and monitor expenditure incurred by its implementing partners; and (c) develop and maintain a database for tracking projects to be audited and the outcomes of audits (para. 88).	A comparative analysis among the United Nations Development Programme, the United Nations Population Fund and UN-Women has been completed. The audit guidelines and terms of reference have been revised as part of the implementation strategy. A temporary database and monitoring report for the audit reports submitted have been set up at Share Point. Procedures for regular monitoring are now part of the internal control framework and month-end/year-end closure instructions. A new Share Point site has been developed to monitor outstanding advances.
The Entity should follow up with implementing partners with regard to the submission of annual financial statements and related audit reports (para. 94).	A draft strategy covering submissions of annual financial statements and audit reports has been circulated for review and comments. Preliminary actions required for the implementation of the strategy have been identified and initiated.
UN-Women should (a) improve its project budget management and monitoring procedure to better monitor underspending on projects; and (b) address the cause of delays in project implementation to ensure delivery on its mandate (para. 97).	Monthly review of budget expenditures has been introduced, and reports are provided to senior management. Reports are also available to local offices. Ongoing Atlas training continues to roll out deeper understanding of available reports.
The Entity should perform financial closure of all operationally closed projects within 12 months of operational closure (para. 101).	Out of 388 operationally closed projects initially identified, 193 have been financially closed. The rest are awaiting complete financial closure. The internal control framework includes monthly review policy and month-end closure instructions; new procedures and a checklist are included in the Programme Operations Manual.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Entity should strive to complete the annual workplan approval process before the start of the performance cycle (para. 107).	Annual workplans have been approved for all field offices and Headquarters units for the period 2014-2015.
UN-Women should develop and implement a consolidated procurement plan that is approved and regularly reviewed by the appropriate authority (para. 111).	Indicated actions to implement recommendations are on track: a Headquarters exercise has been completed, and consolidation of data has been finalized. A procurement plan exercise is being finalized.
UN-Women should implement procedures, supported by guidelines and tools, to perform supplier evaluations as part of procurement functions (para. 117).	The Procurement Section has implemented its go-live on Share Point. The concept of delivered in full, on time and within specifications is being implemented in parallel and is reflected in new procurement policy. The supplier performance evaluation, which measures performance based on the performance indicators as defined in the delivered in full, on time and within specifications concept are being applied to all contracts signed from 1 October 2012.
The UN-Women Pacific Subregional Office should consider mechanisms to allow it to comply with its policies and procedures regarding the receipt and consideration of quotes in the procurement of goods and services; and (b) establish an evaluation team with appropriate and sufficient knowledge of the procurement principles to review the bids submitted in accordance with its policies and procedures (para. 120).	Instructions have been sent to the Regional Programme Director in Fiji to address the first issue. Also, instructions were issued by the Procurement Unit to Headquarters substantive divisions and to the field on current practice regarding the establishment of evaluation teams wherever procurement authority has been granted as per the UN-Women Configuration of Approval Authority document of 22 June 2011.
UN-Women should (a) perform an adequate reconciliation of the asset registers to ensure that the balance disclosed in the notes to the financial statements is complete and accurate and that the assets actually exist; and (b) review on a monthly basis the general ledger accounts to identify assets that require capitalization on the asset register (para. 126).	The asset management module manual, standard operating procedures, and finance manual, which detail procedures for the reconciliation of asset registers to the general ledger on a monthly basis and year end to financial statements, have been released on the intranet. A new position of Headquarters Asset Specialist has been created to increase capacity to address the Board's recommendations. There are new month-end closure instructions that require offices to record any disposals/transfers in the month in which they take place.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Women should (a) review and update the asset register on a regular basis to ensure that it includes all the required information relating to the assets; (b) develop guidance on asset certification that addresses all the weaknesses identified by the Board in the asset verification process to ensure that its asset register is complete and accurate; (c) approve all asset disposals through the delegated levels of authority and maintain supporting documentation; (d) perform the asset disposal process in a timely manner; and (e) use an appropriate system-generated asset register to perform asset physical counts (para. 130).	Mid-year certification of assets has been conducted. Standard operating procedures have been developed and are on the intranet. New month-end closure instructions, standard operating procedures and delegation of authority have been issued to clearly identify delegated levels of authority. New month-end closure instructions on asset disposals have been issued. The standard operating procedures instruct offices to run in-service reports from asset modules for physical count.
UN-Women should expedite the process of filling posts at country and regional offices to have adequate staffing (para. 136).	In his report on human resources management reform dated 1 August 2000 (A/55/253 and Corr.1), the Secretary-General determined a maximum target of 120 days to fill posts through effective human resources planning. The recruitment processing time of UN-Women (average 3.5 months) is among the fastest within the United Nations system. A total of 119 recruitments were finalized in 2011, which included all senior management positions.
UN-Women should perform validation checks on the payroll information that is submitted to UNDP to ensure that it is valid, accurate and complete (para. 140).	As of this writing, staff of UN-Women have been trained on the tool to carry out the monitoring of the validation for Headquarters only; UN-Women would be able to perform validation checks for Headquarters from the December 2012 payroll. UNDP will release an amended tool for field monitoring of validation checks in the first quarter of 2013, and UN-Women will commence checks by operations managers at that time.
The Entity should review and reconcile manually recorded leave balances to Atlas reports on a regular basis; ensure that all active staff members' leave balances are uploaded into the Atlas system; and calculate the leave accrual based on the correct and complete year-end leave balances (para. 144).	Mid-year certification of manually recorded leave balances as of 30 June 2012 against Atlas was conducted. New month-end instructions, which would require leave balances to be updated in real time, have been issued. E-services were rolled out in November 2012; annual certification was done on 30 November 2012. The new detailed Finance Manual contains procedures to ensure that leave accruals are based on certified balances.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Women should consider the establishment of a properly constituted audit committee to strengthen its governance and oversight arrangements (para. 148).	In August 2012, the search committee nominated 10 potential candidates (5 men and 5 women) with the appropriate expertise. The selection process was conducted the following month, and the Executive Director finalized the appointment of five distinguished audit committee members on 28 September 2012.
UN-Women should develop a plan based on risk assessment for UN-Women which takes into account the total risks of the new entity as a whole, including Headquarters units (para. 156).	Headquarters and field risk assessments have been completed, and the findings and recommendations shall be used in formulating a UN-Women organization-wide risk management plan.
UN-Women should develop a detailed action plan to address internal audit recommendations; and regularly monitor progress in implementing internal audit recommendations (para. 165).	All matters highlighted in the report of the Office of Audit and Investigations have been incorporated into the workplans of all pertinent organizational units of UN-Women. Working meetings are held to follow up and monitor implementation of internal audit recommendations.

Annex III

Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015

A/66/6 (Sect. 17), paragraph	*Output*	*Quantity*	*Reason for discontinuation*	*New outputs*
17.44 (b) (i)	*Women 2000 and Beyond*	2	The content that used to be presented in this publication is now covered in other corporate publications, such as Progress of the World's Women and web-based features	
17.44 (b) (i)	*Words to Action*: an electronic newsletter on violence against women	8	The strategic priorities related to violence against women have been redefined at the corporate level based on the new role of the Policy Division in the light of regionalization	
Total		**10**		